EXECUTIVE SECRETARIAT
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Remarks:

Executive Secretary

6/1/82

Date

3637 (10-81)

27 April 1982

MEMORANDUM FOR: Deputy Director of Central Intelligence
                 Deputy Director, Defense Intelligence

SUBJECT: SAFE Project Progress Report

REFERENCE: Our memo dated 15 April 1982, subject: SAFE
                 Audit Report

1. Development of specific proposals for new approaches to SAFE began with the appointment of a new Program Director, [   ] 25X1 [   ] on 12 April 1982. He and his associates in the Consolidated 25X1 SAFE Project Office (CSPO) were tasked to consider alternatives based on the conclusions reached in the audit report, with particular reference to the use of existing marketplace services to shorten the implementation schedule, deliver services in incremental fashion, and reduce risk. They were told to emphasize the following objectives:

   a.   Currently defined requirements should form the basis for determining system capabilities for CIA and DIA.

   b.   The DIA data-base management problem must be resolved early in the development process.

   c.   Costs and schedules must be bounded and believable.

   d.   As much of the prior effort as possible should be salvaged, consistent with the new emphasis on the use of existing software and incremental delivery.

2. On 19 April 1982, several senior CSPO staff members traveled to California, where several days of discussion apparently resulted in substantial agreement at the senior program officer level on what the government/contractor relationship should be. All agreed to return to the basics of sound program management. Specifically, the contractor was tasked to look at the following alternative courses of action:

   a.   Develop a core of integrated SAFE services with final CIA and DIA services in parallel on Burroughs hardware.

   b.   Same as 2.a. but with IBM-compatible hardware.

   c.   Develop SAFE in two concurrent segments on IBM-compatible hardware, with Segment One a near-term package of services like Pilot Mail, Interim SAFE and a composition capability like SCRIPT, and with Segment Two a longer term integrated effort in which first priority would be given to DIA's requirements.

d. Develop two SAFE systems in parallel, one for CIA on IBM-compatible hardware, and the other for DIA on Burroughs equipment.

Overlaid across all of the above alternatives was the direction to propose "off the shelf" software where practical to reduce cost and risk and to investigate ways to make use of the existing inventory of Burroughs equipment. All alternatives must lead to an integrated SAFE system as an end product. Also, the contractor was asked to develop a plan to reduce the "burn rate" to stay within the FY 1982 budget; specific steps to accomplish that reduction will be presented to the undersigned for approval no later than 3 May.

3. On 23 April we received some comments from the Technical Advisory Board which had met with us on 13 April. Not surprisingly, many of their concerns echoed those contained in the audit report. Their tentative findings seem to be consistent with the instructions issued to CSPO and TRW. They see a need for incremental development within a restructured management approach which provides for a different system acquisition strategy than that followed in the past. They stress selection of a design approach which emphasizes compatibility and flexibility to meet end-user requirements. One member urges consideration of parallel development; the others question whether it will lead to separation. They suggest consideration of options which would provide the analyst with early additional support while maintaining an integrated system as a final objective. One suggestion which has not been included in discussions to date with the contractor but which deserves serious investigation is that we adopt an architecture which ensures access to a variety of hardware and software selected for the intrinsic strengths each vendor has to offer. At appropriate stages in the development of program plans we will consult further with the Advisory Board.

4. The schedule established for the definition of optional courses of action on SAFE is as follows:

a. April 26-30 - CSPO conference to establish preliminary statements of alternatives, using inputs from the visit to TRW, the audit report, and the comments from the Advisory Board.

b. May 3-7 - return to California to get status report on progress made by the contractor on their tasks and to give further direction based on CSPO conference.

c. May 10-14 - brief interim status to CIA and DIA management.

d. May 17-28 - receive and review contractor proposals.

e. June 1-7 - prepare recommendations for approval of CIA and DIA management.

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5.   As this schedule indicates, we do not expect to have anything specific to report regarding alternative courses of action until mid-May, and even then the information will be quite preliminary. We urge postponement of any further meetings on the subject until the CSPO has had more time to develop proposals for your review.
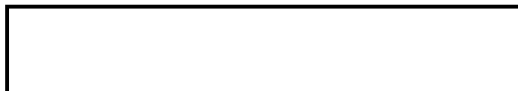
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HARRY E. FITZWATER
Deputy Director for Administration, CIA

Vice Assistant Director for Resources and Systems, DIA

cc: Executive Director, CIA
    Members, SAFE Steering Committee

D/ODP: [   ] (27 Apr 82)

25X1

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